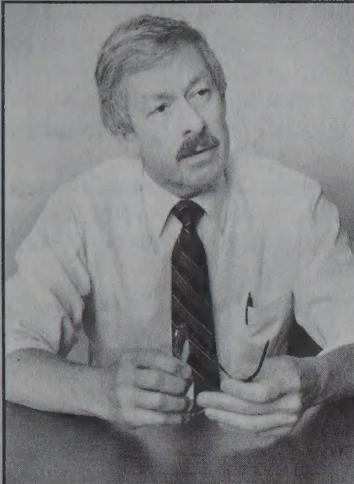


## WHAT'S NEW



## Moore leaves transit legacy

Denny Moore, leader of ODOT's public transit programs since 1970, has decided to retire. His belief in auto-alternatives has endured over the years, as has his support of transit providers. Yet for public transit to thrive in the upcoming decades, it will require strong partnerships within government—and a dedicated revenue source, he says.

**See story, Page 4**

## Oregon ranks safer in nation

Oregon's safety ranking has now moved into the top one-third as compared to other states, accomplishing ODOT's safety goal just two years after it was established. In 1991, Oregon ranked near the bottom of the middle one-third.

States are ranked each year according to their traffic fatality rate as measured in deaths per 100 million vehicle miles travelled. Oregon ranked 17th in 1991, with the lowest total traffic death count for the state in the past 32 years.

Ed Marges, Traffic Safety interim manager, explained the reduction of the severity of injuries in accidents and traffic deaths. "The traffic accident and fatality problem is being attacked on several fronts in Oregon," Marges said. "Driving under the influence of intoxicants (DUII) arrests and awareness are up, the new provisional license for teens is reducing deaths in that age group, compliance with the new safety belt law has increased, and auto safety features have increased."

In 1991, the first year Oregon's mandatory safety belt law was in place, there were nearly 100 fewer vehicle occupant fatalities than 1990, according to Tom Petterson, traffic data manager. The traffic death count for 1991 was 482, the lowest since 1960, and a 17 percent drop from 1990.

# Saved by the belt

Emil Tokstad was cruising Interstate 5 northbound inside the Salem city limits when, out the corner of his eye, he saw an 18-wheeler bearing down on the state vehicle he was driving.

Seconds later, Tokstad, Northern Region supervisor for Driver and Motor Vehicle Services, and his assistant, Rhonda Hasegawa, felt their car rolling across the freeway.

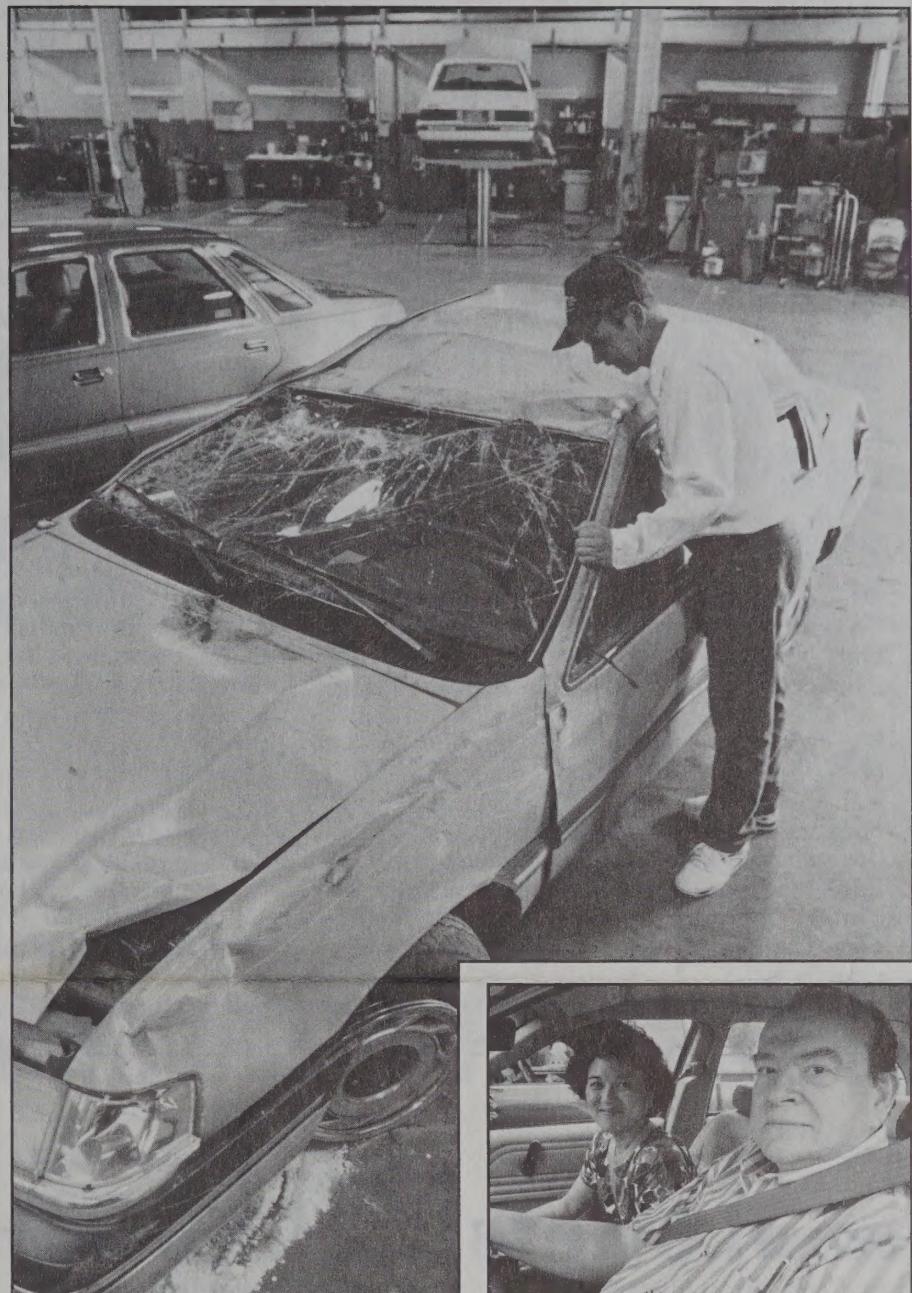
"We were turning, spinning and rolling, and I wondered if it ever would stop," he said.

"At first, I tried to maintain some control of the car, but pretty soon I had no control whatsoever." Before the gyrating vehicle settled down, it had gone from the far-right slow lane, across the freeway and onto the median strip—upside down, with Tokstad and Hasegawa hanging from their safety belts.

Motorists stopped, peering into the windows at them. Someone called 9-1-1 on a cellular telephone. An ambulance arrived. They were pulled free, out of the windows, with minor cuts and scratches. No broken bones. And feeling thankful.

Back at Salem Hospital, they were treated for minor cuts and scrapes. They called DMV's Salem headquarters, got a ride to their Portland-area homes—and breathed relief.

"I'm convinced: The seatbelts saved us. Both of us had them on," Tokstad said. "We could have been killed without them. Wearing seatbelts is not only the law, it's the thing to do."



Chuck Handley, Department of General Services auto shop supervisor, inspects the wrecked vehicle in which Emil Tokstad and Rhonda Hasegawa (inset) were riding.

## Finance steps up service

With the restructuring of ODOT's Financial Services Branch comes a leaner organization, with fewer layers of management, fewer managers, increased supervisors' span of control—and a leap in customer service.

Along with Financial Services' new distribution of functions comes the creation of a customer service representative team. The group serves in an outreach function to the department statewide, said Tony Lewis, Financial Services Branch manager.

Lewis expects that move to champion the branch's credibility as a service provider. By comparison, the branch previously had served in a bookkeeping and accounting role, he said. That customer service emphasis—along with the accompanying restructuring of the entire branch—will allow it to be run more as an "efficient and effective" business, Lewis said.

That emphasis has been made possible by the implementation of the department's TEAMS accounting system, which relies on local input and control of accounting information, and has freed Financial Services' time previously spent with accounting functions, he said.

Overall, restructure of the Salem-based branch has (1) more than halved the number of its management positions, from 23 to 10; (2) maintained the number of layers of management at four, with the exception of Fuels Tax, which had five but has since cut one; and (3) broadened supervisors' span of control, or the number of people a manager directly supervises, from an average ratio of 1-to-2.6 to 1-to-8.4. Financial Services now is composed of four primary components: Consulting and Customer Services, Financial System Services, Audit and Review, and Planning and Budget.

Consulting and Customer Services includes the customer service representatives who, in their field-consulting roles, develop and conduct financial training, and assist in developing budgets and with performance-measurement applications. Consulting and Customer Services also includes Financial



Lewis

and Economic Analysis which, among other functions, provides revenue analysis and forecasting, tax policy analysis, rate analysis, debt analysis and a bonding program.

Financial System Services features accounting services, or the more traditional accounting functions, such as payroll, billings, post-audit review and archival, financial reporting and billing. New to Financial System Services, however, is a train-the-trainer function, which involves training its customer service representatives in the operation and applications of the TEAMS system. Systems administration, also part of Financial System Services, maintains the "security, integrity and efficiency" of the TEAMS system, and provides strategic planning of ODOT's financial system development, Lewis said.

Joining Financial Services is Audit and Review, formerly a separate group within Central Services, and Fuels Tax, which had been with the Driver and Motor Vehicle Services Branch. The Internal Audit group reports to an Audit Committee, which is directly linked to the ODOT director. Audit and Review also conducts performance

**See SERVICE, Page 5**

## GUEST COLUMN

# A time to treat others with dignity

By JUDY GREGORY

*Human Resources Manager*

To the best of my knowledge, no one in this department has ever been involved in such a major organizational restructuring as we are in now at ODOT. I certainly never have. And there are no hard-and-fast rules to follow. When we began this process—of reducing the levels of management, increasing managers' span of control and eliminating a number of management positions—we drafted some overall, guiding principles that would treat our people fairly and consistently throughout the reorganization.

Above everything else, that was our most telling concern. And it remains that way today.

One of the things we talked about in the beginning was whether we should do what has been done in state government before, and that is to abolish all the positions, establish new ones and make everyone compete. That's been done in other state agencies, but we did not think that was a fair process—to make people compete for positions that were largely their own. That was the only model available, and we rejected it.

So then we tried to figure out what was fair



GREGORY

to people who already held management positions, and what was fair to the organization itself. After a false start, we came up with some guiding principles.

You might notice that, as I describe this plan, it makes no reference to layoffs. That's because it has been a given throughout this entire process that we would not lay people off. We are going to do everything in our power not to lay people off. Period.

**We have people who have been with us for a long time who ought to be honored for what they've achieved.**

— Judy Gregory

So, we are following a set of guiding principles. Those include:

- **Play the hand you're dealt.** We didn't want the reorganization to be used as a tool to deal with performance issues which have been ignored until now. That's just not fair. We didn't want to unnecessarily cause harm. We have people who have been with us for a long time who ought to be honored for what they've achieved. That was the first and highest priority.
- **The restructure should do the least harm to the least number of people within our department.** By harm, I mean unfavorable shifts in pay or status. Pure and simple.
- **We believe inclusion is better than exclusion.** If the described position clearly belongs to the incumbent, it is that employee's

job. Take, for instance, a situation where the restructure expands someone's former job, but where the bulk of the responsibilities remain the same. Then it's absolutely clear that we're not going to make that person compete for what, in the most part, was their old job.

But if the source of duties that form a new position do not belong to any one individual, we ought to include all potentially affected managers at an equal or higher level within the branch. As in all of our selection processes, consideration also should be given to our value of enhancing the diversity of our work force:

• **The restructure should benefit the organization.** The end result of an ODOT branch manager's decision should be in the best interest of the department.

• **Take only those actions that can be defended.** In all cases, the department's branch managers need to make decisions that are rational.

We know that any of these guiding principles, in whatever situation, may be in conflict. That's why we have set them in priority, in the order I've outlined here.

We're trying to give managers direction to make the right decisions. Situations may come up that don't fit. We hope we have thought through and anticipated all the eventualities. But we simply don't know that.

No doubt, with change comes uncertainty. But as we undergo change—in our individual professional lives and as a collective group—we expect to treat everyone as fairly and consistently as possible, and with the dignity they deserve.

ODOT Director Don Forbes' regular column will return next month.

## SOUND BITE

*"They can be confident they can ask mentors dumb questions. But then, there are no dumb questions."*

— Fred Heard

commenting on the relationship between mentors and learning partners in the graduate engineer/mentorship program

raft race, which took place on the Grande Ronde River from Hilgard Junction State Park to La Grande.—Editor)

## The good life in Colton

Mike Gardner,  
District 2B Manager, Clackamas:

Thank you so much for the new highway in Mulino and here in the Colton area. The projects have had very few tie-ups, thanks to your efficient and friendly staff.

MRS. CUMBERLAND  
Colton

(Cumberland refers to the road widening and realignment of Oregon 213 in the Spangler Hill-Mulino project and the current widening and realignment of Oregon 211. Both projects are being administered by Earl Mershon, a Portland project manager.—Editor)

(See page 6 for more letters)



## ODOT NEWS

### OREGON TRANSPORTATION COMMISSION

Michael Hollern, Chairman  
John Whitty, Vice Chairman  
Cynthia Ford  
David F. Bolender  
Roger Breezley

### DIRECTOR

Don Forbes  
  
JIM KREIDER  
Director of Student Services  
Eastern Oregon State College  
La Grande

### MANAGING EDITOR

Andy Booz

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## Letters

### Listening, learning

Dale Allen,  
Region 4 Engineer, Bend:

Thank you for listening to our request and for responding by making changes in the Six-Year Transportation Improvement Program that were important to us here at the Port of The Dalles. It is encouraging to know that, contrary to many people's beliefs, the state will listen to citizens' concerns.

SCOTT HEGE  
Executive Director, Port of The Dalles

### Extra-eager intern

Stan Plummer,  
Automation Coordinator/  
Traffic Signal Technician 2,  
Traffic Signal Services, Salem:

I'm not very good at thinking about

### Opinions & letters

Letters and guest columns that address issues relevant to ODOT will be considered for publication in Via. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification. Guest columns are published only with the consent of the editor. Send letters and opinion articles to: Via Managing Editor, 519 Transportation Building, Salem, OR 97310.

### Worthy of honor

To the Glenn Jackson Scholars Selection Committee, and all ODOT and Parks and Recreation Department employees:

A simple thank-you does not begin to express the depth of my appreciation for being selected as one of your Jackson Scholars. The best way to show my appreciation is to meet the expectation level the selection envisions.

At Western Oregon State College, I am majoring in elementary education. I feel I can best return your generosity by becoming a teacher. Hopefully, your investment will positively touch chil-

dren in an Oregon school district. Second, if asked, I will be more than happy to participate in Jackson Scholars events.

You program has afforded a great opportunity. Now it is time for me to perform in a manner worthy of this honor.

ERIKA LARSEN  
1992 Glenn Jackson Scholar Western  
Oregon State College Monmouth

### Community raft race

Bryan Higgason,  
Highway Maintenance Supervisor,  
District 13, La Grande:

Raft Pull '92 was a success because of your crew's assistance. If it had not been for everyone pulling together, especially in this low-water year, this event would not have been possible. The participants and spectators enjoyed themselves, even though the rafts resembled beached whales at times. Thanks for your help.

JIM KREIDER  
Director of Student Services  
Eastern Oregon State College  
La Grande

(Higgason and his crew placed signs and directed traffic along Interstate 84 for the

# Idea to better light night road work

Road work can be risky. Nighttime road work can be downright dangerous without adequate lighting.

Low visibility caused by inadequate lighting and work crew safety are reasons why the National Cooperative Highway Research Program has accepted a proposal that will improve the lighting conditions for nighttime work crews, and help relieve daytime congestion on roads and highways.

The proposal submitted by Regina Hopkins, a Newport engineering specialist, was developed after she and other crew workers experienced difficulty seeing during the nighttime shifts.

"There's a need for better standards of lighting," Hopkins said, "because shadows that are thrown by light are really deceptive. It's very difficult to see what you're doing."

Research Coordinator Dick Parker said heavy daytime traffic and safety considerations were strong motivators for the development of more nighttime highway work. "It's easier to work at night because less traffic means there is less possibility of accidents and we don't get in people's way as much," Parker said.

Although work crews and motorists are predicted to benefit from the safer conditions of nighttime work, it has not been determined whether the proposed lighting in the work zone will be a factor in reducing accidents. Research work for Hopkins' proposal is estimated to take as long as 21 months and cost \$175,000.

The objective of the proposal is to develop a set of national guidelines that can be used to determine the types of light sources and levels of illumination for a variety of nighttime work situations. There are no current guidelines that specifically address lighting nighttime work zones. The suggested guidelines for development include height and pattern of illumination, shielding of illumination from the traveling public, directing light toward the work area and the intensity and color of illumination.

Research will involve field experiments that



**Regina Hopkins, a Newport engineering specialist, has developed a method of improving lighting in nighttime work zones. The idea intends to improve safety for work crews and motorists.**

define the appropriate illumination requirements for nighttime work, assess the impacts of nighttime work illumination on motorists and conduct field reviews of typical nighttime work sites. Other safety factors to be studied are the effects of light on safety devices used in a work zone, such as signs, and what effect it would have on motorist and construction worker safety.

A final review of the proposal, expected to be complete this month, will include suggestions about lighting methods, and more accurately estimated costs. Development of the project is expected to begin no sooner than April 1993. After all reviews and research are complete, the Oregon proposal has the potential to be applied throughout the country, Parker said.

## Poll shows confusion surrounds ethical values

ODOT employees agree on basic values. In a poll taken this spring, they chose safety, quality and customer service as their top three priorities when forced to choose between sets of values.

But policies related to ethical values and issues are not always clear and are not always perceived as being fair. That

was among the findings revealed by a survey of 606 randomly selected employees. The survey's preliminary results were presented to the ODOT Management Team in July for analysis and action plans.

Questions posed choices on values, such as serving customers and maintaining public trust. Employees were asked to choose between sets of values, such as safety versus budget, or productivity versus customer service. The survey asked how committed employees are to particular values, how committed they feel their managers are and how well they feel ODOT itself is doing in those areas.

The survey showed the department's employees, including managers, sense agency managers do not always "walk the talk." Employees feel the agency may officially support certain values but not actually live by them. Employees also cited policies they feel are unclear or areas they would like changed.

They reported instances of inconsistent interpretation or standards from different managers, such as whether a crew or an office is allowed to accept a box of candy from a vendor or citizen who wants to express appreciation for some service.

All survey responses were received and analyzed by a consultant, Frank Navran of Navran Associates. The identity of individual responders was kept confidential.

ODOT's Management Team, which began taking preliminary actions during July, anticipates taking further actions this month. Among the assignments so far are task forces to: find ways for employees to get clarification on gray areas or report possible wrongdoing in a safe way; clarify existing policies; look at ways to incorporate ethics training into training programs ODOT already provides; build consensus on values

***The survey showed ODOT employees, including managers, sense agency managers do not always 'walk the talk.'***

and priorities; and hold the ODOT Management Team accountable.

Accountability ranked as the top

issue voiced by both employees and managers in the survey. They feel that ODOT does not always require managers to deal effectively with poor performance, either by managers or their subordinates.

Additional information will be available to employees when the final report is produced and the ODOT Management Team takes additional action. Employees who want information on the preliminary report should ask their branch or service manager for a copy.

### NEWS BRIEFS

#### Volunteers readily 'adopt' Oregon highways

More than 700 miles of state highways have been adopted by civic organizations, private businesses and church groups through ODOT's Adopt-A-Highway pilot program.

Fred Chamberlin, of Public Affairs, said the program offers volunteer groups the opportunity to "adopt" a section of state roadway by clearing it of litter and debris—and a chance to demonstrate their pride in the state by taking an active role in keeping the highways attractive.

#### Long-lived trees get second life as longboats

Three centuries-old oak trees that were cut down as part of a Portland road construction project are being used to construct a British longboat this fall as part of the Vancouver, Wash., 200th Birthday Celebration.

Ross Brothers Co., of Salem, in its work on the McLoughlin Boulevard road improvement project, has worked with ODOT to make sure the trees were used for a good cause. Launching of the boat is scheduled for Oct. 24 from the Columbia River's entrance.

#### New bull signs to find home on the range

ODOT is testing three new livestock warning signs in Central Oregon. The cow symbol used on Oregon cattle signs was replaced by a bull as part of a test to gauge driver reaction to determine whether they should be used statewide.

Dwayne Hofstetter, state traffic engineer, said the bull symbol, developed by the state of Nevada, is intended to better represent Central Oregon's livestock.

## Retirement workshops open to all

Comprehensive retirement planning workshops are now open to all members of the Public Employees Retirement System, according to Karen Johnson, ODOT retirement specialist.

PERS and Oregon Retirement Planning Services have worked together for the past several years to provide workshops for state employees and their spouses. Previously, the workshops were open only to employees approaching retirement age.

Three workshops are offered: The "Less Than Ten" workshop is for PERS members with fewer than 10 years from retirement. The "One on One" workshop is for single members retiring on one income. And the "Financial Planning for Retirement" workshop is for those more than 10 years from retirement.

Studies confirm that employees who are better informed about their benefits and who are planning for their future represent a "stronger and more motivated work force," according to PERS. Contact the ORPS registration coordinator at 581-0903, or Johnson at 373-7663, for more information.

# Moore: Transit faces funding struggle

Denny Moore, who led ODOT's Public Transit programs through 22 years of growth and change, is calling it quits the end of August.

Moore, 52, said the primary reason he is retiring from his Public Transit post is to care for his parents, who live in Florida. Moore plans to keep Oregon as his home in order to be near his son in Salem, daughter in Portland and another daughter in Los Angeles.

Moore was born, raised, and earned bachelor's and master's degrees in Michigan. After military service and a city manager's job in California, he came to work in Salem for the League of Oregon Cities.

Moore began his ODOT career in 1970 in the same job he is leaving: managing ODOT's Public Transit programs. He was Public Transit Division's second administrator, helping the program grow from a staff of two with a biennial budget of \$54,000 in 1970 to today's 13-member staff managing \$33 million every two years.

## Reid for interim manager

Joni Reid of The Dalles was chosen interim manager of ODOT Public Transit in July, replacing Denny Moore, who retires this month.

Reid has served as field representative for Public Transit, part of ODOT's Transportation Development Branch, for the last three and a half years. That position involves work with the Rural Transportation Assistance Program, one of seven statewide programs that provides local governments with public transit assistance.

As Public Transit's interim manager, Reid will help prepare its budget and represent ODOT's public transit interests to the governor, Legislature, Transportation Commission and special interest groups. Her appointment was approved by the Transportation Commission in July.

Moore said Oregon's public transportation programs has grown in direct proportion to Oregon's population and to transit service improvements. But, he said, greater gains have been made in urban areas such as downtown Portland.

"We've increased the percentage of transit use to about 50 percent of the work trips to and from downtown Portland." He attributes that trend to increased employment, coupled with parking limits and improved transit services such as the MAX light-rail system.

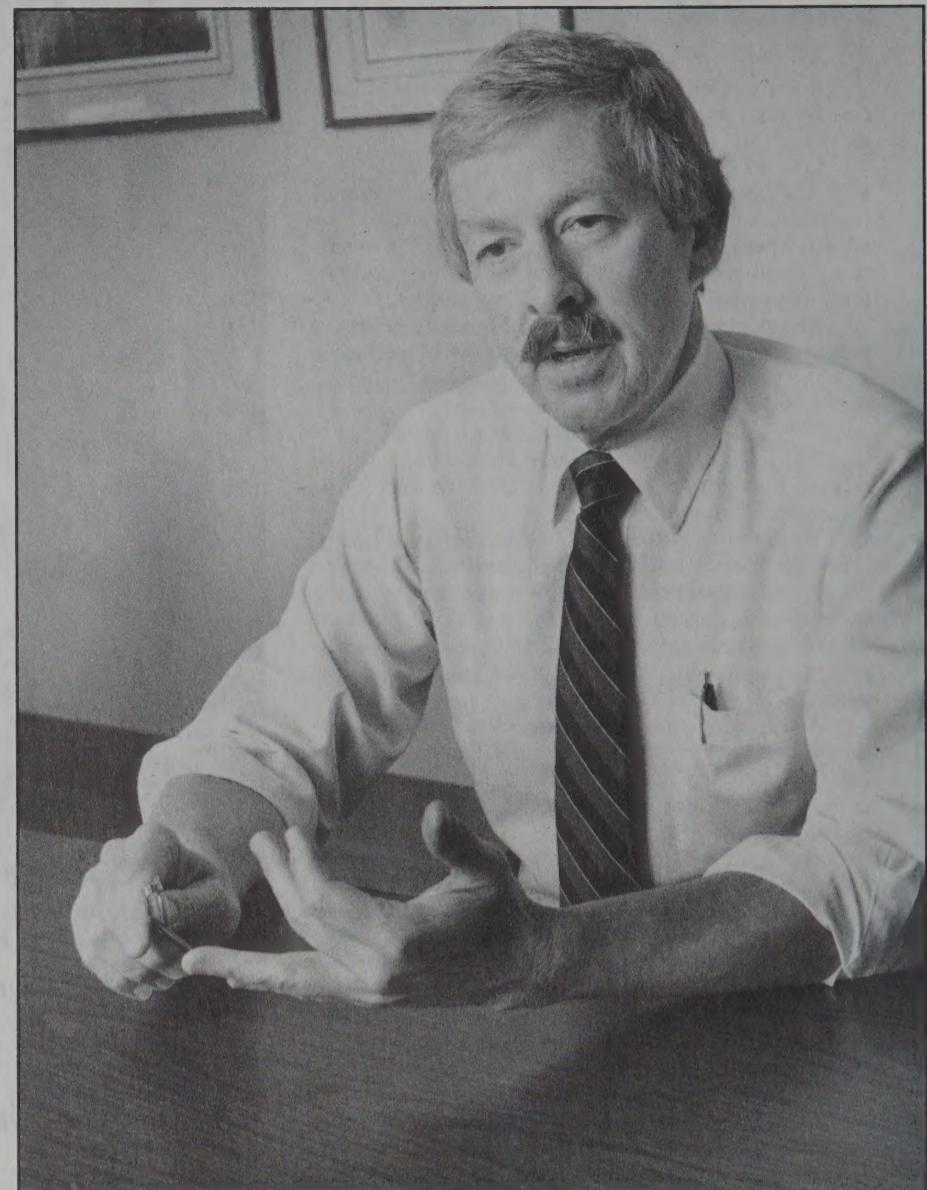
**'The big question facing us over the next few years is transit's use of the state highway fund.'**

**—Denny Moore**

Moore points with pride to the successes Public Transit has had over the last 22 years:

- Clean, reliable, efficient, low-cost and dependable bus service in urban areas that has increased ridership by 4 percent to 6 percent per year.
- Portland's MAX light rail, soon to be extended to the west side. The MAX project was a national first, considering it was funded and built in tandem with major reconstruction of the Banfield Freeway.
- Transit service, ridesharing and parking married in an overall transportation management strategy in Portland and Salem's Capitol Mall.
- Dramatically increased elderly and disabled transportation programs through Oregon's Special Transportation Fund program. Oregon's STF, supported by a dedicated state cigarette tax, is now a national model and carries 3 million riders per year in Oregon.
- Oregon's public transit providers have increased from six in 1973 to 26 today.
- Special transportation providers have grown from virtually zero in 1973 to more than 250 in communities statewide.

"Much more of the same needs to be done during the next 20 years," Moore said. Strong partnerships need to be maintained between the federal, state and local governments. A steady, dedicated revenue source needs to be developed for state-funded public transit pro-



With his retirement, Denny Moore has watched Oregon's Public Transit programs grow. Yet he also envisions a strong need for stable funding for those programs' continued success.

grams to insulate them from General Fund boom-and-bust cycles.

"The big question facing us over the next few years is transit's use of the state highway fund," Moore said. Despite the federal model leading the way, he doesn't think that will happen soon in Oregon, because the Legislature must first deal with the bigger headache of Ballot Measure 5 cuts.

Moore also believes transit's growing political appeal for solving congestion and air quality problems needs to

be exploited. He cites the popularity of MAX, a proposed Willamette Valley high-speed train and efforts to avoid urban traffic congestion as indicators of public transit's growing strength.

"If we've had a head of steam to do something for transit, it's now. It just happens to be among the absolute worst set of circumstances beyond our control," he said, referring to budget cuts resulting from Measure 5. "But I think there will be a time when the philosophical efforts will prevail."

## Visionary plan links safety, transport modes

ODOT Traffic Safety, along with other federal, state and local officials and the private sector, is tackling the task of developing a Transportation Safety Action Plan to respond to the challenge of building safety into Oregon's transportation future.

The long-range safety planning effort is statewide in scope, with ODOT controlling certain elements while only influencing others. That strategy will provide a framework that state, local, federal and private organizations can work within to ensure the safety of transportation system users throughout Oregon into the 21st century, according to Ed Marges, Traffic Safety interim administrator.

"The possibilities are exciting," said Marges, who directs ODOT's involvement in the effort. "When the department was formed by the Legislature more than 20 years ago, it gave ODOT the leadership role in the development of Oregon's transportation system. We need to be leaders in the field of transportation safety, as well. We now have the opportunity to help reshape the course of transportation safety in the state. We will also help set a course for the nation, as Oregon has done often in the past."

Cynthia Ford of the Transportation Commission recently chaired a safety



Walt McAllister, who coordinates bicycle and youth programs for Traffic Safety, shows children through Grand Safety Station at the Oregon State Fair (file photo).

policy committee to guide the Oregon Transportation Plan development process. "I don't think I've ever seen transportation safety afforded such a priority in Oregon," she said. "I'm convinced a transportation safety action plan, adopted as statewide policy, will have a definite effect on lowering the incidence of death, injury and property damage in all modes of travel."

The transportation safety action

plan eventually will affect all modes of transportation in the state, including surface, air and water, Marges said. Current efforts will focus mainly on the roadway portion of the surface plan for the next six to nine months. Safety plans covering other elements of surface transportation, plus air and water transportation, will be examined in coming months.

The Oregon Traffic Safety Committee, a Traffic Safety advisory group, will have general oversight of plan development and report to the Transportation Commission on its progress. Its members include Chairman Walter Pendergrass, a Portland attorney; Dr. John Tongue, a Tualatin orthopedic surgeon; Kay Glazer, past state president and current vice president of the Clackamas County chapter of Mothers Against Drunk Driving; and John Ross, member of the Oregon Liquor Control Commission's Server Training Advisory Committee. Efforts are currently under way to recruit a fifth OTSC member.

Action plan development began with an initial listing of top transportation safety issues, which will be supported by specific goals and deadlines. This initial draft document will be sent to interested agencies and individuals for review. Final plan goals and strategies will be shaped by a statewide con-

sensus on critical issues, Marges said. Traffic Safety then will look at the effectiveness of ODOT's current traffic safety programs and suggest which of them should be included in the plan.

### RETIREMENTS

**George Mettlich**, weighmaster 2, Highway, Salem, retired in June after 23 years of service.

**Clarence Mouser**, highway maintenance specialist, Highway, Canyonville, retired in July after 23-plus years of service.

**Warren Perkins**, principal executive manager A, Highway, Salem, retired in July after 37-plus years of service.

**David Stevenson**, highway maintenance specialist, Highway, Clackamas, retired in July after 29-plus years of service.

**Keith Londer**, motor vehicle representative 2, Motor Vehicles, Salem, retired in June after 15-plus years of service.

**Betty Vinarskai**, office specialist 2, Driver and Motor Vehicles Services, Salem, retired in July after eight years of service.

# Gorge wind measured scientifically

The wind that bristles through the Columbia River Gorge now is measured by a private firm rather than highway crews, providing motorists better service at no extra cost.

Highway's District 2C is responsible for opening and closing Interstate 84 to mobile home transporters during high winds. Their methods of estimating wind speed included watching whitecaps on the river and raising a wet finger to the gusts.

Gary Kennen, District 2C manager, wanted a better, more scientific way.

While talking to the owner of a wind surfing store in Hood River, Kennen found out that there are wind-measuring devices already in place along the Columbia River from Astoria to Pasco, Wash. Managed by the Portland company Micro Forecast, the weather stations generate information that can be sold at a small charge by phone, computer or FAX machine.

Kennen met with highway weighmasters, Oregon State Police and ODOT Operations to change the department's regulatory procedure for mobile home transport. Now, instead of having the ODOT district crews open and close the highway based on their estimates, mobile home transport drivers are given a permit that allows passage through the gorge when winds are below 20 mph. Haulers are responsible for finding out the wind speed and obeying the permit.

As a result, haulers are happier, Kennen said. "Before this, if we closed the gorge to mobile home traffic on a Friday evening, drivers had to wait until we came back to work on Monday before they could move the mobile homes," he said. "Also, for that small percentage of haulers who want to push the law, the Oregon State Police can get a minute-by-minute graph of wind speed from Micro Forecast for use in court if necessary." ODOT's Permits and Weighmasters also is developing procedures to cite drivers in violation.

# Restructure effort winds down

While a few issues remain unresolved, including space and facility management, ODOT's reorganization task forces made substantial progress during July. All but one of the department's branches and services now have approved structures.

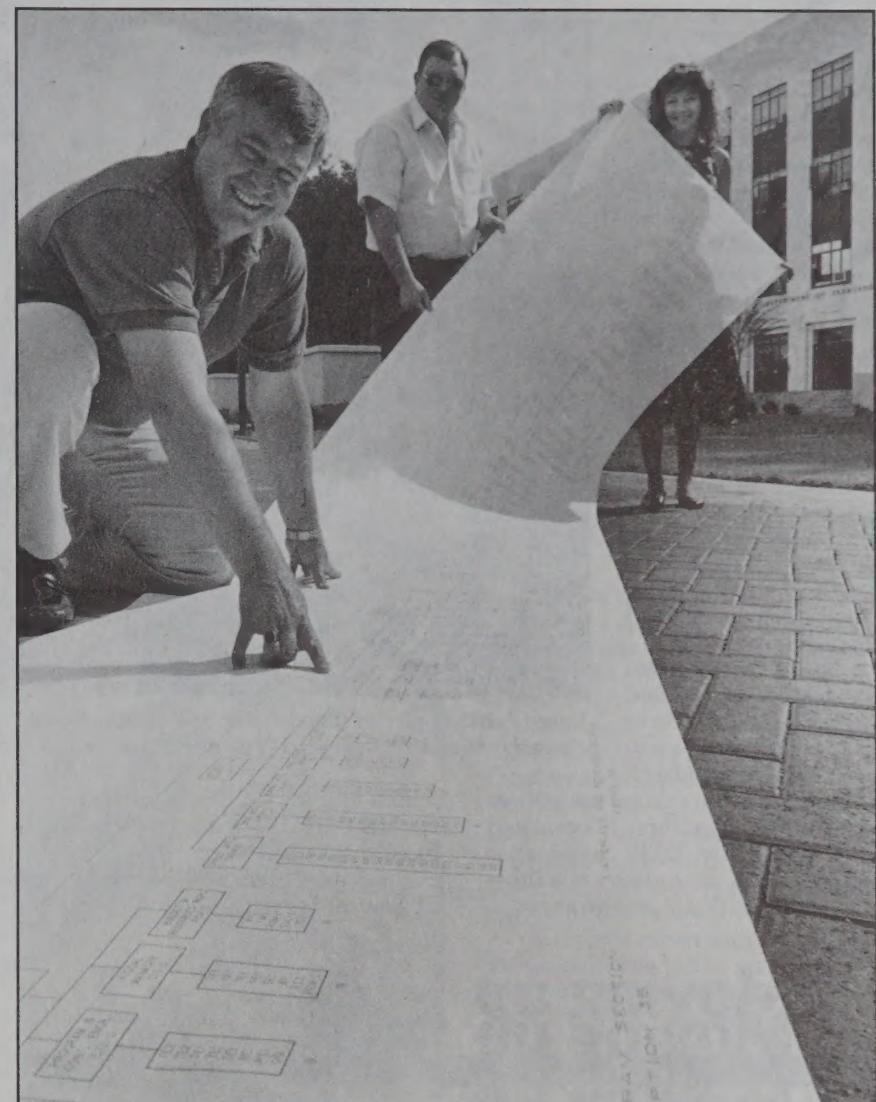
The ODOT Restructure Team in July approved plans by the Driver and Motor Vehicle Services, Support Services, Technical Services, Community and Governmental Relations, Transportation Development, and Financial Services branches. The Human Resources/Organizational Development task force began reporting to the Restructure Team late in July. The team had earlier approved the structure for Information Systems.

Here are updates on changes not previously reported in *Via*.

- DMV is working on a two-part process, with a transition organization planned for next spring. It structures DMV functionally into hearings, motor carrier, program management, field operations, central operations, information and records, and strategic management. DMV will appoint task forces to decide the best structure for each of the groups. When DMV's Information System Services Plan is implemented, and equipment and programs are in place, the agency has targeted an organization with program management, service areas and groups and strategic management.

- Support Services has merged the former Administrative Services with portions of Highway Operations. The new structure includes fleet operations, repair, warehousing and storeroom, and purchasing and business services, such as photocopy, mail room, library and forms. Still in development is a section handling facilities and property management.

- Community and Governmental Relations has merged photo and graphic services with DMV communication production, all under a single manager. Public Affairs now rep-



Tom Lulay, Technical Services manager, spreads the newly formed group's organizational chart across the transit mall in front of the Transportation Building. With him are Mike Shultz, of Program, and Rose Schaefer, of Traffic Engineering.

resents all of ODOT, instead of having a separate DMV office. And Commission Services has merged with administrative support for the branch.

- Transportation Development Branch sections are: Aeronautics,

Public Transit, Traffic Safety, Systems Planning, Policy and Strategic Planning, Transportation Research and Administration. Eventually the branch will also include advocates for cyclists, pedestrians, freight and highway users.

# Maintenance academy gains permanence

The Maintenance Training Academy became more than a trial program when it was approved on a permanent basis in July with a vote by the highway policy-setting R-Team.

A training academy pilot program began in 1991 to test whether the program could furnish the basic equipment

operation and maintenance skills needed for new employees. Some of the training was mandated by the federal Occupational Safety and Health Administration, or OSHA, and the State Fire Marshal, while other components grew out of a needs assessment conducted by ODOT and the Secretary of State.

## Auditors earn 'B' grade

by consultants, grantees and non-construction contractors.

"We try to identify problem areas within the department and deal with them internally. We're checking the safeguards in the process to protect the assets and funds of the department, as well as the safeguards that help employees protect themselves," Hahn said.

## Service expands

(Continued from Page 1)  
audits, which identify financial problems and recommend how to solve them.

The report stated that the work group substantially complies with federal Government Accounting Office standards. According to Vern Hahn, Audit and Review manager, this compares with a "B" grade in relation to all other states.

It was Oregon's first peer review, Hahn said. The review is done by a panel representing other states' audit staff. Using guidelines set by the AASHTO audit subcommittee, the panel compares an audit unit's practices with federal standards.

ODOT Audit and Review looks at the operations and activities of the department with an eye on identifying internal control weaknesses, improving efficiency and effectiveness and reducing the losses. Included is external auditing verifying the costs submitted

Gene Rushing, training coordinator for Highway Operations, encouraged the R-Team to add the Maintenance Training Academy to the department's training efforts. Rushing said the academy would complement ODOT's team-building, Working and Pride in Public Service programs, which offer employees a chance to develop their communications, values and self-improvement skills.

In an R-Team memo, Rushing wrote, "We are teaching employees how to get along and how to communicate effectively, however we also need to instruct them how to do their jobs in a safe and productive manner."

Training academy students enrolled in the pilot program took tests both before and after the training. On a scale of 100, the lowest improvement was 27 points and the highest was 48 points.

A pool of qualified instructors will be selected from ODOT's current work force to work on a rotational basis. Making the program permanent, Rushing said, should help boost employee morale and ensure that the "shared knowledge and experience is not lost through attrition and retirements." He said academy instructors also learn a "great deal from this experience, which is ultimately shared back at their home section."

The academy is held in a 24-by-60-foot mobile classroom—previously used as the Umatilla Port of Entry—on the Western Oregon State College campus

in Monmouth. The two-week program concentrates on training for specific tasks and equipment operation. The Oregon Technology Transfer Center also is interested in using the training for other public employees to subsidize the program, Rushing said.

Rushing expects the program to help reduce the number of on-the-job accidents, amount of equipment downtime and insurance liability expenses; improve employee productivity, work quality, morale and professionalism; extend equipment life; and support affirmative action and employee involvement efforts.

## CORRECTION

The Glenn Jackson Scholarship program offers each of its finalists \$100 honorariums and the opportunity to work at ODOT for one summer, not four, as previously had been the policy. The July *Via* erroneously reported the old policy.

Also, the same story failed to mention that the program offers scholarships to dependents of retired Transportation or state Parks and Recreation Department employees, in addition to active employees who have served at least three years for either of those agencies.

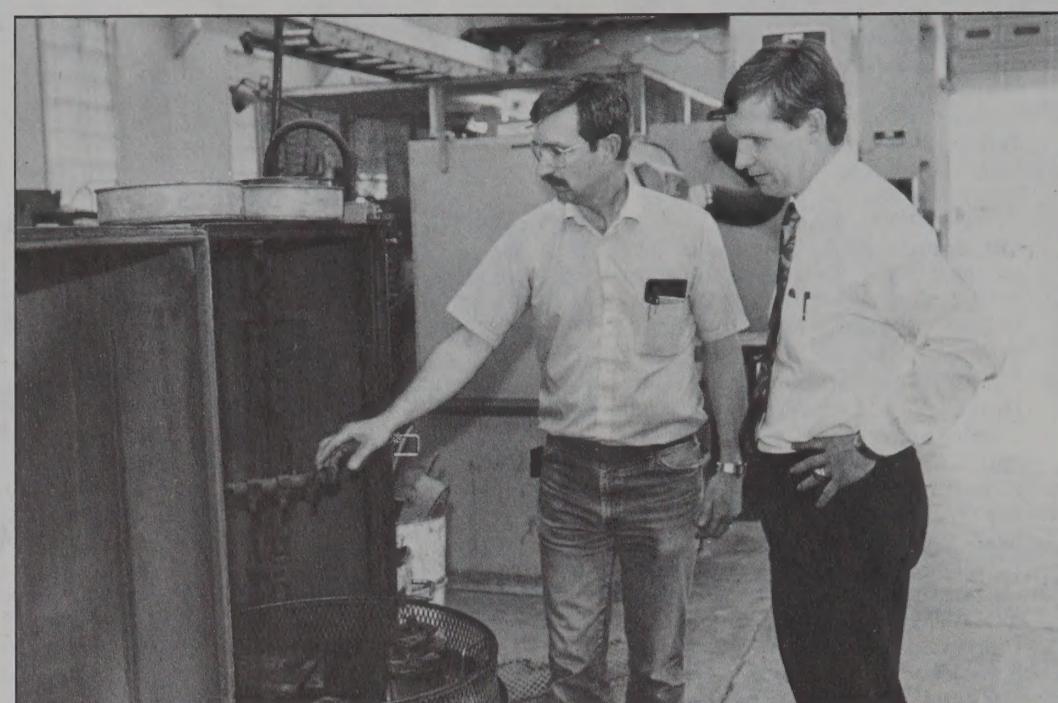
# Good ideas save time, money

ODOT employees who submitted seven suggestions that were adopted by the department during 1991 and rated as outstanding by ODOT suggestion coordinators were honored by Transportation Commission Chairman Mike Hollern at the June commission meeting in Salem. Award-winning suggestors and their ideas include:

- Loren Salling, Driver and Motor Vehicles Services Branch, for creating a computer text file for DMV's License Issuance and Field Services that relays "stop" information on driving records, so field offices no longer need to call the DMV headquarters while customers wait.

- Brad Gray and Dee Holt, DMV, suggested changing the driver improvement interview scheduling procedure, which increased the percentage of people who appeared for those interviews.

- Floyd Riley, DMV, suggested including a code of origin on all outgoing mail from DMV headquarters,



Loren Link, Highway Truck Shop supervisor (left), shows ODOT Director Don Forbes the parts cleaning device he designed. The device proved to save the state \$5,000 annually.

which eliminated the hand-sorting of several thousand letters returned each month.

- Joan Cokely and Bernie Eriksen, of Central Services, suggested locating

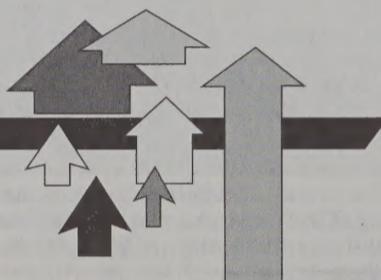
more public telephones in the Capitol Mall for improved security.

- Edgar Harriman, Highway, suggested consolidating the multiple pages required for house-moving permits.

- Loren Link, Highway, suggested renting jet parts washers at the Salem truck shop, which reduced the number of parts requiring hand-washing.

- The District 10 LaPine highway maintenance crew suggested a modification to a taillight assembly on plows and sanding trucks.

## Moving up



### Highway

George Aldrich, highway maintenance worker, Pendleton, to highway maintenance specialist, Ukiah.

David Boyd, transportation engineer 1 to transportation engineer 2, Roseburg.

Martin Ebner, associate transportation engineer to transportation engineer 1, Portland.

Jacob Edwards, engineering specialist 1 to engineering specialist 2, Bend.

Mark Grinde, highway maintenance specialist to highway maintenance assistant supervisor, Grants Pass.

Thomas Harlow, highway maintenance worker, Coos Bay, to highway maintenance specialist, Davis Slough.

Michael Hortsch, engineering specialist 1 to engineering specialist 2, Portland.

Lawrence Howland, engineering specialist 1 to engineering specialist 2, Portland.

Karla Keller, transportation engineer 1 to supervising transportation engineer B, Salem.

Phyllis Pratt, engineering specialist 1 to engineering specialist 2, Portland.

Timothy Randall, engineering specialist 1, La Grande, to associate transportation engineer, Portland.

Mario Sifuentes, highway maintenance specialist to highway maintenance assistant supervisor, Ontario.

Richard Whelan, office specialist 2 to program technician 1, Salem.

### Driver and Motor Vehicle Services

Leann Bach, motor vehicle representative 1 to motor vehicle representative 2, Salem.

Mary Bish, motor vehicle representative 1 to motor vehicle representative 2, Lincoln City.

Randy Clark, motor vehicle office manager 2, Grants Pass, to principal executive manager A, Medford.

John Doan, motor vehicle representative 3 to motor vehicle office manager 1, Hermiston.

Mary Garcia, office assistant 2 to office specialist 2, Salem.

Terry Gray, motor vehicle office manager 1, Salem, to motor vehicle office manager 2, Albany.

Buddy Phillip, motor vehicle representative 3 to motor vehicle office manager 2, Grants Pass.

### Public Transit

Yvonne Edgmond, office specialist 1 to office specialist 2, Salem.

### Director's Office

Mison Bowden, principal executive manager A, DMV, Salem, to program technician 2, Office of Productivity, Salem.

## Letters

(Continued from Page 2)

### Saved time, stress

Mike Gardner,  
District 2B Manager, Clackamas:

Dealing with local, state and federal government can be a frustrating experience. But to our surprise, we recently had a pleasant experience in solving a problem with the help of David Manus. He was knowledgeable and helpful, as he expedited the outcome regarding an easement in a professional manner. The problem was resolved in only two weeks, and that saved us time, effort and stress.

We're glad to know that the Oregon Department of Transportation has such a quality person on staff.

JIM AND SUSAN PETERS  
S.K. Peters Real Estate Co., Inc.  
Gladstone

*(Manus is a right of way agent with the Region 1 Right of Way Office, Tigard.—Editor)*

### Thoughtful, courteous

Tom Kuhlman,  
District 14 Manager, Ontario:

This spring we had serious trouble with our pickup truck while near the Malheur River, east of Juntura. If it hadn't been for the help and concern of Communications Technician Curtis Stinnett of Ontario and Dick Wilson of the Juntura highway maintenance station, we would have been there for many hours. Dick helped us repair a broken radiator hose, and Curtis escorted us into Vale where we found a garage for our broken pickup.

As it turned out, our problem was more serious than just a broken hose. We left our pickup in Vale, and continued our trip to Nebraska by car. These two gentlemen were courteous and went out of their way to make sure we could get help. Thanks to them both for their assistance and thoughtfulness. Your department should be proud.

MR. AND MRS. JOHN CHURCHILL  
Salem

### Cooperative, quick

Marty Havig,  
District 6 Manager, Roseburg:

I'd like to say how much the Bureau of Land Management appreciates Don Steel of your Roseburg district maintenance station, particularly for his concern and special attention in working with Bill Cain of U.S. West Direct and Don Collins of BLM in their burying overhead telephone lines.

The project was on the alignment of the BLM Yellow Creek Road and Oregon Route 138. Don Steel's cooperation in getting the necessary state permits for the project allowed the project to be completed during a short time when the Douglas County Road Department had staff and equipment available. Thanks for Don's rapid action. We hope future BLM projects won't require the same special effort.

JOHN HAYES  
BLM Drain Resource Area Manager  
Roseburg

*(Steel is the Roseburg Extra Gang supervisor.—Editor)*

## Sale aids scholars

The first-ever "mammoth" garage sale benefitting the Glenn Jackson Scholarship Fund drew at least 500 shoppers and earned the fund more than \$800.

Kelly Taylor, Driver Issuance supervisor for ODOT's Driver and Motor Vehicle Services Branch, said the mid-July sale drew only about a dozen donors. "But the people who donated really contributed some good stuff. Nearly everything sold," she said, and what didn't will either be sold to a liquidator for more scholars fund contributions, or be given to the Salvation Army, Taylor said.

Another Jackson Scholars benefit garage sale is planned for 1993, probably in June, she said. "Clearly, this has a potential for money-making." As with this year, next year's sale likely will be held in South Salem at Judson Middle School, which is linked with ODOT through the Salem-Keizer Public Schools business partnership in education program.

## Commission compensates 4 counties

The Transportation Commission recently voted to distribute \$500,000 in state highway funds to compensate four Oregon counties that received the lowest road revenues per equivalent road mile.

Payments go to Gilliam County (\$238,614), Sherman County (\$149,450), Morrow County (\$42,841) and Malheur County (\$69,094). The Special County Program was enacted by the 1991 Legislature, which required \$500,000 in state highway funds twice be placed in a separate account, then allocated to eligible counties on July 1, 1992 and Jan. 1, 1993.

## PROFILE: DICK CALVERT

# Above board, doing right

By ANDY BOOZ

Via Managing Editor

The question always arises. It doesn't disappear. It just becomes reworded: "Hey, are you for management, or are you for us?"

Dick Calvert has no right answer. His job has no affiliation with management, no tie to represented employees. Along with ODOT's other three field-based personnel analysts, he works hard to maintain neutrality, objectivity and the highest regard for fairness. For reassurance, he looks for results—the outcome of his decisions—to sense whether he's been fair to both sides in personnel disputes.

Based in Roseburg and covering southwestern Oregon—defined as Highway's Region 3—Calvert regularly fights being placed in a mold: "They ask me whether I'm for management or for employees, but I don't really see myself as one or the other. I ask what's being done fairly and what's right, not just what someone wants," he said. "That's why, in my job, you've got to be a bit thick-skinned. You've got to be able to

**'I believe strongly that when managers do their jobs well, you're not going to have so many problems. If not, you can count on lawsuits and lots of personnel problems.'**

—Dick Calvert

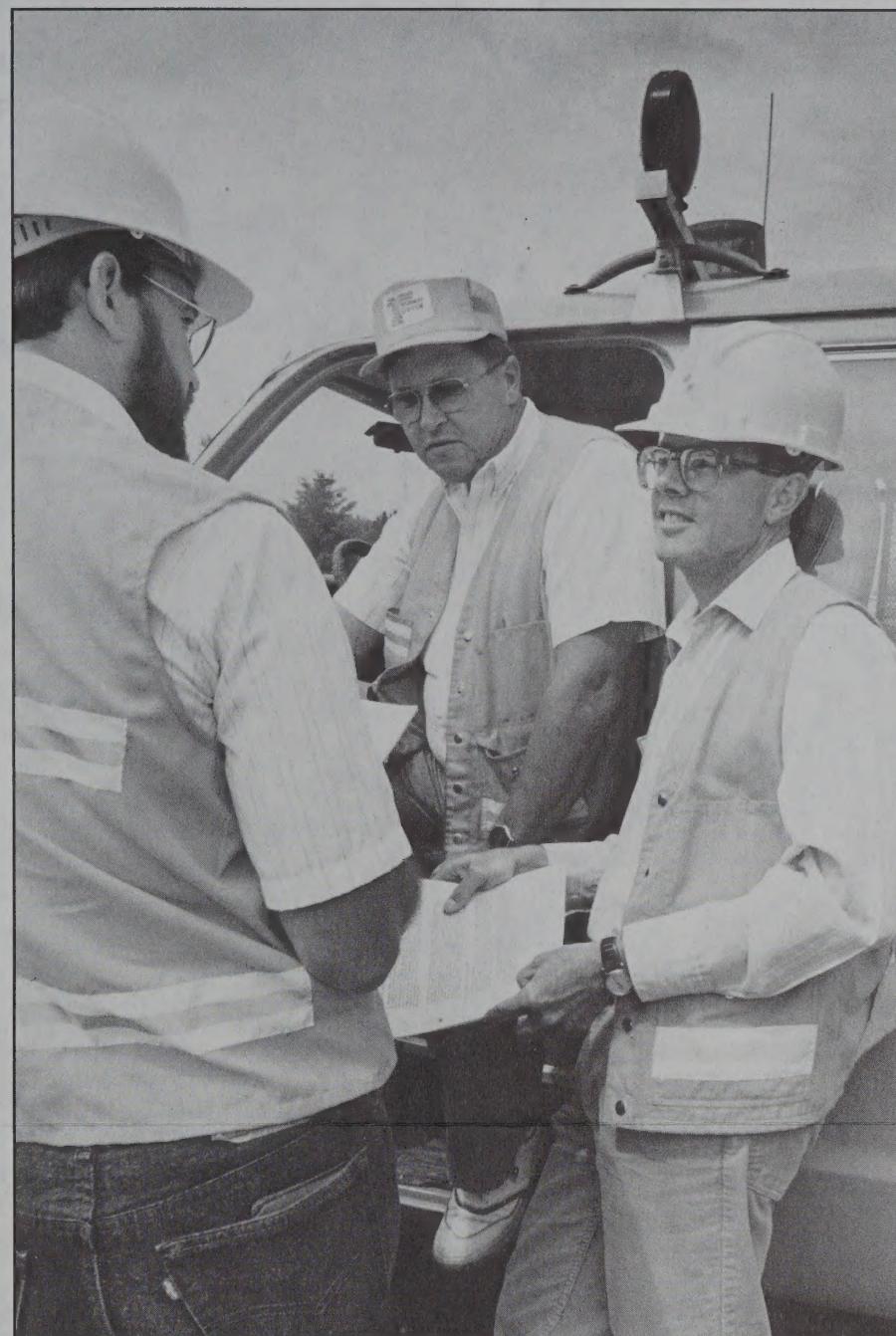
say 'no.' And sometimes that means having the guts to say 'no' to someone who's several layers above you in the organization."

In fact, in a somewhat backward way, saying 'no' is what brought him to ODOT.

While working in personnel at another agency, an executive called Calvert into his office and told him forthrightly: "I expect you to know the rules and regulations, and for you to tell me how to get around them."

Calvert told the executive that he wanted to remain fair and independent. "But that really wasn't what he wanted to hear." He soon left that agency, and turned to Transportation for its system of checks and balances, its high level of employee expectations.

Working in the human resource management field frequently places him in a mediator role, as defender of both represented employees and managers. He was called to a situation, for example, where a work crew's morale was reported to be low because the supervisor was not working effectively with his



Dick Calvert, a personnel analyst for ODOT in southwestern Oregon (far right), answers questions about an employee union contract from Project Manager Larry Carson (left) and Region 4 Traffic Investigator Terry Florence.

crew. Calvert listened to both sides, weighed the issues, and spoke with the manager's supervisor.

"I believe strongly that when managers do their jobs well, you're not going to have so many problems," he said. "If not, you can count on lawsuits and lots of personnel problems."

Sometimes his job's as seemingly easy as repairing a communications breakdown. Other times, it's really tough.

A union representative complained to him that an employee had been working out-of-class, yet hadn't been paid for it, and was considering filing a grievance. Calvert listened to the issues, followed the required paper trail, and

found that a form simply hadn't been filed with the payroll staff. "The two different sides just didn't get together," he said. "All a grievance would have done is polarize the situation and make matters worse."

An employee on another crew filed a grievance because he was upset with the way his supervisor was dealing with the crew. Calvert threw out the grievance on technical merits. But his job didn't stop there; he worked with the supervisor and crew to heal the bad work relations. "Sure, you can deny the grievance, but the situation can't be denied. You've got to deal with it," he said.

At other times, his role as liaison



Dick Calvert travels southwestern Oregon, helping ODOT employees with their personnel concerns.

isn't so easy. The Oregon State Police contacted a supervisor, who then called Calvert's office to report that one of the supervisor's employees, a known problem-drinker, had arrived at work drunk. "I told the guy he had a choice, whether to be severely disciplined or to enter a rehabilitation facility. That talk was difficult for me—particularly when, a few hours later, his girlfriend called and said the guy was drunk in a tavern. Two or three days later, the employee thought maybe he did have a problem."

Calvert's career didn't begin in the personnel field. After graduating from Southern Oregon State College in 1971 with a business degree, he returned to Salem, his hometown, where he worked at a bank before he got a job as an audit supervisor with the then-Workers' Compensation Department. His job changed there to include training and other general personnel duties. Eventually, he became a personnel manager for other state agencies before joining ODOT in early 1990.

He consented to leave the Salem area for Roseburg only after his son and daughter had left home. Now he and his wife, Nancy, have settled down in the Roseburg area, where Dick, in his off-hours, fishes local rivers.

Being stationed locally, within reasonable distances of the people he serves, has its advantages, Calvert has found. In the short time since he left the ODOT Personnel Services offices in Salem for the field, he has learned the advantages of being able to respond to personnel needs face-to-face, rather than from a distance.

Like firefighters, the Salem-based personnel staff previously had provided only essential response service. The addition of regional personnel analysts is proving to be a long-term benefit for the department, through early intervention in personnel disputes, and better recruitment and hiring processes. By allowing regional personnel analysts to manage employment compensation and injured-worker claims, those related costs have been cut—and that burden, which previously had been on region safety officers, relieves their workload.

Those added duties, plus the independence of being a roving region personnel analyst, keep Calvert more than occupied. And remaining fair and independent—having the courage to "do the right thing"—are values that Calvert practices now, as he has throughout his career. Yet beneath his drive to remain impartial lies a sense of compassion.

"To be effective in personnel work, you've got to care for people. But what I'm concerned about is that, when people—managers and employees—don't do what they're supposed to do, it becomes difficult for an organization to serve its role. And when you think about it, discipline is not just punishment, but a method to get people on track, for them to do what's right."

"It's my obligation to help others be as effective as they can, so we all can work together."

## RETIREES REPORT



**Richard (Dick) Dorn**, local program coordinator, Highway, Salem, retired in 1989, and since has invested his energies in Job's Daughters.

Dick and his wife, Edith, have attended the Job's Daughters annual international meeting for the past two years, traveling to Calgary, Canada, to Milwaukee, Wis. This summer, they are looking forward to a meeting in St. Paul, Minn., where they plan to visit a fellow Highway friend of 35 years.

This year, Dick and Edith together hold the office Associate Grand Guardian, which requires them to visit each of the state's 51 Bethels.

Dick also is a member of the Masonic Lodge. In their off-hours, Dick and Edith work in their small ceramic shop, and Dick is a wood carver.

**Harry Anderson**, Information Systems Branch manager, Central

Services, Salem, retired in 1989, and since then, he and his wife, Bobby, have been traveling the country.

Having recently returned from a

two-week cruise through Alaska, they spent a month last winter in Hawaii and cruised the Baltic Sea during the summer of 1991. Harry and Bobby, active members of the Salem Golf Club, spend time in their yard and around their house when not teeing off.

Harry occasionally ventures to the ocean or river for halibut or salmon fishing, yet he finds time to keep in touch with several of his ODOT friends through an annual fishing and camping trip on the Deschutes River. Harry enjoys his good health and continues traveling with his wife.

# CANDID COMMENTS

If you could change one thing about your job, what would it be?

**Dixie Green**  
Motor Vehicle Representative 1  
DMV, Corvallis



## Dixie Green

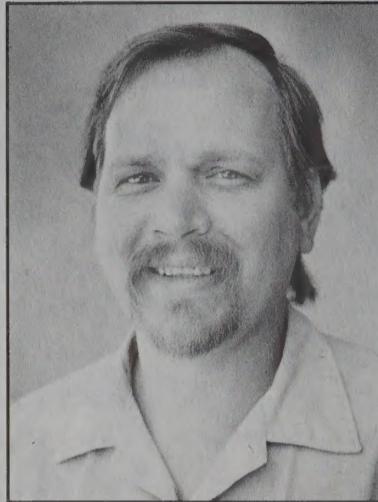
I would eliminate the telephone responsibilities for people working the counter and dealing with people face-to-face. I feel it is very unprofessional.



**Liz Nelson**  
Office Specialist 1  
Equipment and Services  
Bend

## Liz Nelson

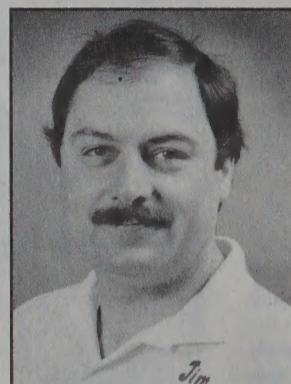
The feeling that you don't have enough time to do the whole job. You always have to put something on the back burner to put out fires—and then you feel like you're swamped.



**Steve Dalesky**  
Highway Maintenance Specialist  
Brothers Maintenance Station

## Steve Dalesky

Compound living. It is hard on people. It's a whole different situation working in a compound living situation than it is working on a big-city crew. You work with the people, and you live with the people. So it's a lot more stressful.

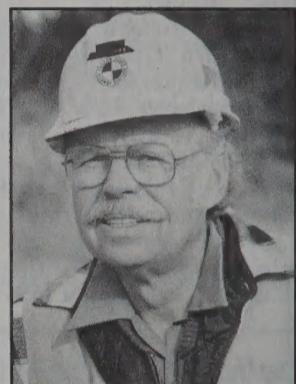


**Jim Yost**  
Truck Shop Manager  
Highway Equipment  
and Services  
Salem

## Jim Yost

I am required to introduce and facilitate change as part of my job. Change seems to be hard for most state employees to accept, regardless of its magnitude. Quite often, as an agent of change, managers are made to feel like a salesman pushing a product people don't want. One of the biggest things that I and most other lower-level managers would like to see changed, if we could, is that feeling of being caught in the middle.

**Bob Klingbeil**  
Area Sign Specialist  
Highway Region 4  
Bend

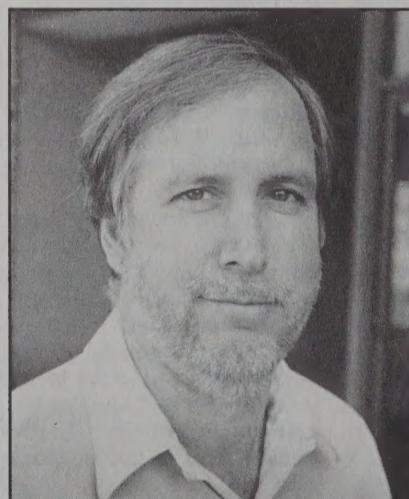


## Bob Klingbeil

As of right now, I'd like better equipment to work with.



**Deb Tennant**  
Mail/Service Center  
Supervisor (on developmental  
assignment as recruitment ana-  
lyst in Personnel Services)  
Salem



**Wendy Elliott**  
Office Specialist 1  
Highway Region 4  
Bend



**Dave Stepp**  
Motor Vehicle Representative 1  
DMV, Hillsboro

## Deb Tennant

I would like to learn other aspects of personnel operations in addition to recruitment.

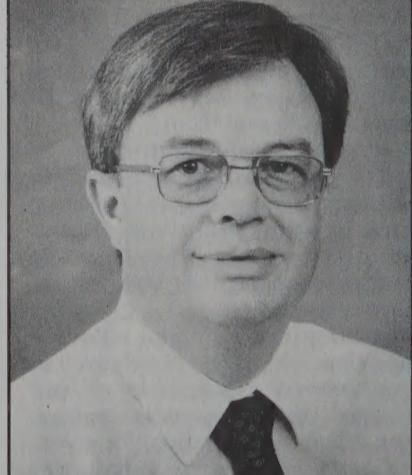
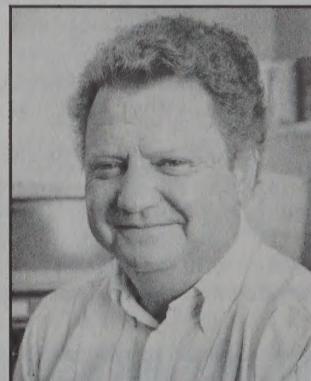
## Wendy Elliott

I would move my office closer to my home in Prineville. I like the job, but I don't like driving. I don't like giving up an hour and a half of my time.

## Dave Stepp

For the present, I think we need to have receptionists in all of DMV's busy offices. It would be a great help, and we should create that position.

**Tom Carman**  
Staff Assistant  
Highway Region 5  
La Grande



**Doug Manthe**  
Consulting and Customer Services  
Manager, ODOT Financial Services  
Salem

## Doug Manthe

I would ask for some kind of stabilizing of the state's funding so that we can get past Ballot Measure 5 concerns and get on with the state's business. That is not my job, but I think that it would make all our jobs easier.

## Tom Carman

I just changed jobs, and this one seems to be just about perfect.